

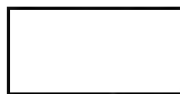
STATINTL

Approved For Release 2003/05/27 : CIA-RDP84-00780R003400060014-6

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Mr. Boardman

The more I consider this matter, the better I recognize just how large an undertaking this will be. As mentioned the other day it would seemingly consume years. I wonder if it might be better to tackle a piece or two at a time to check out people and methodology.



STATINTL

<input checked="" type="checkbox"/> UNCLASSIFIED		<input type="checkbox"/> CONFIDENTIAL		<input checked="" type="checkbox"/> SECRET	
<b>OFFICIAL ROUTING SLIP</b>					
25X1					
TO	NAME AND ADDRESS			DATE	INITIALS
1				6/22	JMP
2					
3	MR. COFFEY			23 JUN 1970	gjk/mms
4					
5	MR. BANNERMAN				
6					
ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		INFORMATION		SIGNATURE	
<p>Remarks:</p> <p>Prepared per Mr. Bannerman's request. This could result in a lot of anguish because it tends to usurp the prerogatives of Support Office staff.</p> <p style="text-align: center;">JMP</p>					
FOLD HERE TO RETURN TO SENDER					
FROM: NAME, ADDRESS AND PHONE NO.					DATE
DDG/CMO					22 JUN 70
<input checked="" type="checkbox"/> UNCLASSIFIED		<input type="checkbox"/> CONFIDENTIAL		<input checked="" type="checkbox"/> SECRET	

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MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Management Improvement Team (MIT)

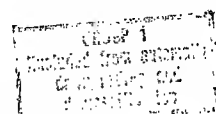
1. You asked recently for Staff advice concerning the structuring of a comprehensive management audit effort within the Support Directorate. Your interest seemed to be stimulated preponderantly by recent and impending Support Directorate personnel cuts.

2. A comprehensive review of all Support Offices should include, for example, such things as:

- a. Appropriateness of functions and procedures.
- b. Effective utilization of funds, personnel, real estate, space, equipment and other resources.
- c. Examination of alternative means of accomplishing objectives such as through proprietaries, contracts for services, consultants, etc.
- d. Managerial effectiveness and standards for evaluating the performance of Support Directorate managerial mechanisms.
- e. Throughout each Support Office, what is done; how well is it done; and related workloads and trends.
- f. Compliance with directives.
- g. Adequacy of forward planning.

3. The present O-DD/S Staff is structured to deal largely with current problems of an ad hoc nature. Principally, we react to papers received from the Support Offices and other elements of the Agency. Your expressed need for a Management Improvement Team seems to be founded upon the desire to generate action from the O-DD/S which is comprehensive in nature.

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-2-

4. Any team established should not go out of business after one examination of each Support Office, but should be staffed so as to remain in business perpetually. This type of work would have more appeal for those who have retired and who are about to retire. Listed below are some names of recent Support Directorate retirees and their career designations:

25X1



25X1

The spread of skills in the above listing covers the entire Support Directorate except Support Services Staff and OMS. [redacted] would be eminently qualified to lead such an effort, and a second possible choice would be [redacted]

25X  
25X

5. The changing role of Support activities in foreign field locations will require continuous efforts to move overseas work back to the Headquarters area, and this suggests that the Team's effort should not be limited to the Support Offices as such. The effort should, in fact, be Agency-wide in scope.

6. As a further thought, it is possible that a continuing program of replacements could be established for feeding in new retirees if they should desire such employment. [redacted]

25X1

[redacted] in 1977 could qualify for this sort of work.

25X

7. The Team could be established on a contract employee basis chargeable to ceiling. An alternative would be the creation of a consulting

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-3-

proprietary handling contracts from the Agency and other U. S. Government as well as commercial sources. It is entirely possible that a proprietary of this sort, once established, could be expanded to provide the kinds of technicians and perhaps Commo-manufacturing capabilities concerning which you have previously given some thought.

8. Attached for your consideration is a draft DD/S Administrative Instruction which can be used to set this effort in motion.



25X

Att

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SUBJECT: Management

DD/S Administrative

Instruction No. 70-\_\_\_\_\_

Date \_\_\_\_\_

MANAGEMENT IMPROVEMENT TEAM (MIT)

1. There is hereby established a DD/S Management Improvement Team which will report directly to the Deputy Director for Support.

2. Members of this Team are designated as:

\_\_\_\_\_ Team Leader

\_\_\_\_\_ Member

\_\_\_\_\_ Member

\_\_\_\_\_ Member

ILLEGIB

ILLEGIB

3. These former Staff employees are to be hired as independent contractors who will produce such products as required by the Deputy Director for Support. Contracts with these contractors will be written to include specific needs of the DD/S as specified in individual task orders.

4. The advice desired by the Deputy Director for Support includes, but is not limited to, the following:

a. Describe the objectives, in order of priority, for each Office of the DD/S.

b. Determine the costs in men, money, and materials to reach these objectives.

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GROUP 1  
Excluded from automatic  
downgrading and  
declassification

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-2-

- c. Determine assets available to the DD/S to meet objectives as described - Men, money, equipment, space, real estate, contract alternatives to staff employment.
- d. Adjust, eliminate, redescribe objectives in light of assets available to the DD/S for the performance of his mission.
- e. Examine appropriateness of functions and procedures.
- f. Examine reporting procedures of DD/S components to determine their relevance to each level of management.
- g. Examine effective utilization of funds, personnel, real estate, space, equipment and other resources.
- h. Examine alternative means of accomplishing objectives such as through proprietaries, contracts for services, consultants, etc.
- i. Examine managerial effectiveness and standards for evaluating the performance of Support Directorate managerial mechanisms.
- j. Explore through each Support Office, what is done; how well is it done; and related workloads and trends.
- k. Determine compliance with directives.
- l. Determine adequacy of forward planning.

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-3-

5. Task orders, as made with individual contractors, will be coordinated by the Team Leader. The target date for the completion of task order No. 1 as described in paragraph 4 (a) is 2 September 1970. Subsequent task orders will be assigned completion dates as appropriate.

6. Office space will be provided from within present DD/S space holdings. Secretarial and clerical support, Contract or Staff, will be provided by the DD/S on a two for 5 basis. CT's and former CT's may be utilized by the Team before and between PCS assignments. Requests by the Team Leader for their services will be made to the DD/S Career Management Officer.

R. L. Bannerman  
Deputy Director  
for Support

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DRAFT: 18 June 1970

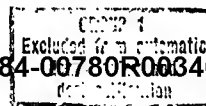
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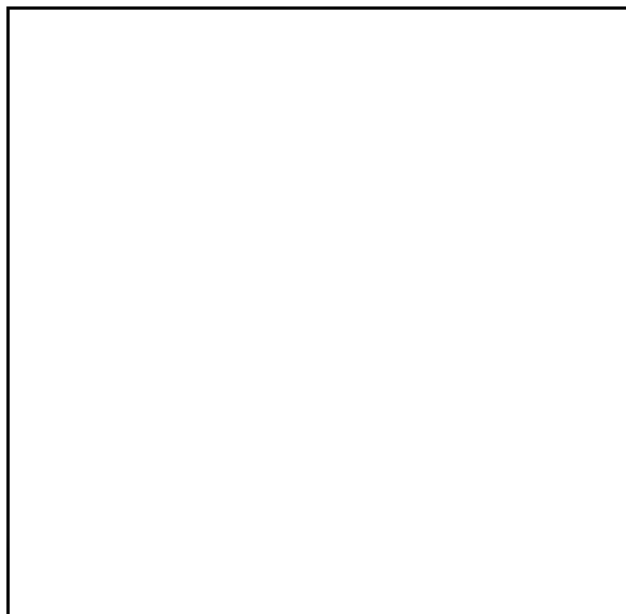
- a. Appropriateness of functions and procedures.
- b. Effective utilization of funds, personnel, real estate, space, equipment and other resources.
- c. Examination of alternative means of accomplishing objectives such as through proprietaries, contracts for services, consultants, etc.
- d. Managerial effectiveness and standards for evaluating the performance of Support Directorate (managerial) mechanisms.
- e. Throughout each Support Office, what is done; how well is it done; and related workloads and trends.
- f. Compliance with directives.
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3. The present O-DD/S Staff is structured to deal largely with current problems of an ad hoc nature. Principally, we react to papers received from the Support Offices and other elements of the Agency. Your expressed need for a Management Improvement Team seems to be founded upon the desire to generate action from the O-DD/S which is comprehensive in nature.

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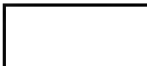


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7. The Team could be established on a contract employee basis chargeable to ceiling. An additional alternative would be the creation of a consulting proprietary handling contracts through secure arrangements both from the Agency as well as other U. S. Government and commercial sources. It is entirely possible that a proprietary of this sort, once established, could be expanded to provide the kinds of technicians and perhaps Commo-manufacturing capabilities concerning which you have previously given some thought.

[redacted]  
Chief, DD/S Plans Staff

25X1